Government of the Northwest Territories

Annual Report on the Affirmative Action Policy

2000/01

Department of Executive

April 2001

103-04097/

Government of the Northwest Territories
Annual Report on the Affirmative Action Policy
March 31, 2001

Table of Contents

Part 1 – Government/Regional Affirmative Action Information

Introduction

Affirmative Action Policy Designated Groups

Sources of Statistics

Profile of the Territorial Public Service

Profile of the Northwest Territories Population

Regional Profiles: Population and the Public Service

Support for Government-Wide Affirmative Action Planning

Part 2 – Departmental Reports on Affirmative Action

Aboriginal Affairs
Education, Culture and Employment
Executive
Finance
Financial Management Board Secretariat
Health and Social Services
Justice
Legislative Assembly
Municipal and Community Affairs
NWT Housing Corporation
Public Works and Services
Resources, Wildlife and Economic Development
Transportation

Introduction

Each year, the Government of the Northwest Territories produces an annual report on the implementation of the Affirmative Action Policy. This year's annual report differs from those in previous years in a few important ways.

The report is now done on a fiscal year basis. This provides the public and the Legislative Assembly with information on what has been done over the previous budget year.

In the reports by individual departments on their programs and services to support the policy, a consistent reporting format has been adopted. Each department has provided statistical information on their employees as well as short descriptions of specific actions taken to promote and implement the policy. These initiatives and actions are presented in six broad areas of human resource practice:

Corporate Policy
Recruitment
Retention
Succession Planning
Post-Employment
Evaluation/Accountability

Appendix 1 provides a list of the kinds of initiatives and activities that would typically be reported in each category.

The Policy

The Government of the Northwest Territories established the Affirmative Action Policy in 1989. This policy reflects the GNWT's commitment to a competent Public Service that is representative of the population it services.

Through the policy, the Government of the Northwest Territories gives preference in employing and promoting qualified, suitable and eligible members of designated target groups. Preference is applied to achieve representation reflective of the population.

The Affirmative Action Policy is based on six key principles:

1. Individuals have the responsibility to plan and initiate action to take advantage of Public Service employment, training and career advancement opportunities.

2. The Government of the Northwest Territories should encourage eligible members of designated groups to seek career and training opportunities in the Public Service.

3. No individual seeking employment, training or career advancement opportunities with the Public Service should be disadvantaged or discouraged by attitudinal or systemic barriers.

4. Eligible members of designated groups in the Northwest Territories will have preferred access to employment, training and career advancement opportunities in the government.

5. Affirmative Action is a positive and integral part of the human resources planning process.

6. The Public Service should serve as a model for affirmative action in the Northwest Territories.

Affirmative Action Policy Designated Groups

Four designated groups are eligible for priority status:

Indigenous Aboriginal Persons

Means those persons who are descendants of the Dene, Inuit or Metis people, indigenous to the present boundaries of the Northwest Territories and includes any Aboriginal persons resident at birth pursuant to Section 7.1 of the Vital Statistics Act and any Canadian Aboriginal persons who have lived more than half of their lives in the Northwest Territories.

Indigenous Non-Aboriginal Persons

Means those non-Aboriginal persons born in the Northwest Territories or who have lived more than half of their lives in the Northwest Territories.

Resident Disabled Persons

Means those persons who are at a disadvantage as a result of a medically certified learning, mental, emotional or physical disability which handicaps the person from taking advantage of employment, training and career advancement opportunities in a way which would not be encountered by a person without disability.

Resident Women

Means those women who have been resident in the Northwest Territories for a period of at least one year.

The first three designated groups have priority status on all competitions. In addition, women have priority status on competitions for management and non-traditional jobs.

The merit principle applies among designated groups.

Sources of Statistics

The employee statistics in this report come from the Peoplesoft system, operated by the Financial Management Board Secretariat. They are based on March 31, 2001 information.

Statistics from the Stanton Regional Health Board come from the Peoplesoft system. Statistics for all other Health & Social Services Boards come from the Boards. Information on occupational groups was only available from Stanton Regional Health Board so the other Board employees are not included in the occupational group charts.

Employees of the following Boards are not considered government employees and are not included in the statistics:

Lutsel K'e Health and Social Services Board
Deninoo Health and Social Services Board
Hay River Health and Social Services Board
Yellowknife Education District #1
Yellowknife Catholic Schools

The general population statistics are from the Bureau of Statistics Population Estimates for 2000 (most current information).

Profile of the Northwest Territories Population

The Northwest Territories is comprised of a diverse population. These individuals live in more than 35 communities from Fort Smith near the Northwest Territories/Alberta border to Sachs Harbour on Banks Island in the Beaufort Sea.

Most communities fall into one of three categories:

- large urban centre with population of 17,000+ (Yellowknife)
- medium sized towns with populations of 2,400 to 4,500 (Fort Smith, Hay River, Fort Simpson, Inuvik)
- small, more traditional communities.

While there are frontline workers in every community, the majority of government employees are located in the larger centres.

According to the most recent Government of the Northwest Territories figures, the population is estimated to be 42,083. Of this number, 21,320 or 50.7% are Aboriginal people. It is important to note that a person who is considered Aboriginal for population estimates may not qualify for affirmative action priority as an Indigenous Aboriginal person unless they meet the definition in the Affirmative Action Policy.

The population is almost evenly split between females (48%) and males (52%).

The Current Labour Market

The current labour market has a significant impact on the GNWT's ability to attract and retain northerners. Labour supply issues include the limited number of people looking for work, the education levels of those who are unemployed, and the location of the jobs versus those who are unemployed. Labour demand issues include the competition from mines, oil and gas and other industries such as tourism.

At the time of the 1999 labour force survey, there were 5,158 people looking for work. Of this number, 54% were males, 77% were aboriginal and over half (51%) were between the ages of 15 and 29.

Those looking for work and living in Yellowknife accounted for 27.2% of all unemployed workers. Another 19.1% were living in Hay River, Fort Smith or Inuvik. The remaining 53.7% were resident in smaller NWT communities. However, the majority of GNWT jobs and the greatest variety of jobs are in the larger communities.

Education levels continue to be a major deterrent to matching people to jobs. The 1999 labour force survey indicated that 89.9% of those with a university degree were employed as were 81.1% of those with a post-secondary certificate, diploma, or trades ticket. This compares to only 26.0% of those with less than Grade 9.

Among those who are unemployed and looking for work. 56% have less than high school as their highest level of education. Only 28% have a post-secondary degree, diploma or certificate.

Not only are there supply issues for many positions, there are also many employers competing for the same potential employees. For example, the diamond mines have drawn a number of former government employees into their employment. Some communities are also just starting to see the demand for oil and gas workers and there has been significant training by the government and its private sector partners to allow northerners to access these opportunities.

There is also demand from employers outside the NWT for northern employees. Many northerners in a profession or trade have opportunities across the country and around the world, thanks in part to the Internet and an increasingly global economy.

Profile of the Territorial Public Service

The Public Service of the NWT includes more than 3500 individuals from many diverse cultures and backgrounds. Each employee brings unique knowledge and experience to contribute to the territorial Public Service. These employees work for one of 12 departments, 11 boards, Aurora College or the NWT Housing Corporation.

Departmental Information

The departmental distribution of employees is as follows:

Department	Number of Employees	% of the Public Service
Aboriginal Affairs	32	0.8
ECE	191	5.2
Executive	66	1.7
Finance	46	1.2
FMBS	134	3.6
Health & Social Services	146	4.0
Justice	332	9.0
Legislative Assembly	32	0.8
MACA	113	3.1
NWT Housing Corporation	97	2.6
Public Works & Services	195	5.3
RWED	365	9.9
Transportation	242	6.6
Aurora College	173	4.7
Divisional Education Councils*	662	18.0
Health & Social Services Boards*	853	23.2
Total	3679	100%

* Employees of the following are not considered government employees and are not included in the statistics:

Lutsel K'e Health and Social Services Board
Deninoo Health and Social Services Board
Hay River Health and Social Services Board
Yellowknife Education District #1
Yellowknife Catholic Schools

Two year comparative information by department is located in Appendix 2.

Designated Group Distribution

Within the various departments of the GNWT, the diverse workforce delivers the programs and services to the residents of the NWT. The diversity of the territorial Public Service in the Affirmative Action Policy's designated groups is represented in the following tables.

Designated Group	Number of Employees	% of the Public Service
Indigenous Aboriginal Persons	1149	31.2%
Indigenous Non-Aboriginal Persons	426	11.5%
Disabled Persons	17	0.5%

Management

Jobs in the management category are those jobs with responsibility for planning, organizing, staffing, directing and controlling the activities of programs and services through subordinate supervisors. There were 341 jobs that fit the definition of management on March 31, 2001. This definition has been reviewed and will be reported as senior management and middle management in future reports.

Designated Group	Number of Employees	% of Management
Indigenous Aboriginal Persons in Management	53	15.5%
Women in Management	113	33.1%

Non-Traditional Occupations

Jobs are classified as non-traditional if there are at least 10 positions of a specific type across government and at least 70% of the incumbents are male. There are fewer jobs classified as non-traditional than in previous years. This is a result of the split into two territories on April 1, 1999, leaving fewer categories with at least ten employees in them, particularly in some trades areas. Some examples of non-traditional occupations include civil engineers, correctional service officers and computer systems analysts. There were 544 non-traditional positions as of March 31, 2001

Designated Group	Number of Employees	% of Non-Traditional Occupations
Women in Non-traditional Occupations	80	14.7%

Geographic Distribution

The extent to which different regions have achieved a representative public service reflects the available workforce and the types of employment available. Slightly more than 50% of all GNWT employees work in Yellowknife/Headquarters, with another 30% in the South Slave, Deh Cho, and Dogrib regions and 20% in the Beaufort-Delta and Sahtu communities.

*	Yellowknife/HQ	North	South
Indigenous Aboriginal	282 (17.4%)	222 (42.4%)	450 (45.9%)
Indigenous Non-Aboriginal	296 (18.2%)	24 (4.6%)	76 (7.7%)
Disabled	9 (0.6%)	5 (1.0%)	3 (0.3%)
Women in Management	58 (29.0%)	23 (48.9%)	23 (30.3%)
Aboriginal in Management	19 (9.5%)	10 (21.2%)	21 (27.6%)
Women in Non-Traditional	39 (15.2%)	4 (4.9%)	35 (17.0%)

*accurate information for Health and Social Services Boards besides Stanton was not available so it is not included.

Direct Appointments

In fiscal year 2000/2001, there were 86 direct appointments for individual positions. These appointments included

- 49 indigenous Aboriginal appointees;
- 5 indigenous non-Aboriginal appointees;
- 26 appointees without affirmative action status; and
- 6 resident women in management.

As well, there were 39 direct appointments relating to the transfer of all employees of the Northern Lights Special Care Home to the Fort Smith Health and Social Services Board and the Yellowknife Physician Clinics to Yellowknife Health and Social Services.

Hiring Statistics

The Recruitment Module of the Peoplesoft Human Resource Information System was implemented in July, 2000. According to information obtained from the Peoplesoft system, Departments initiated 232 competitions from July 2000 through March 31, 2001. This number does not include competitions initiated prior to July 2000, or those competitions initiated by the Health and Social Services or Education Boards who were not using the Recruitment Module of the Peoplesoft system during the fiscal year.

Further training and support on the proper use and maintenance of the Recruitment Module will be provided by CHRS in order to ensure accurate reports on competition information are available in future years.

(info on hiring by AA only available for calendar year 2000)

Occupational Distribution

Since the introduction of the Peoplesoft system in 1999, government jobs are grouped into 10 occupational categories. Processing, Manufacturing and Utilities is not listed because there are no jobs are in this category at this time:

Occupational Group	Number of Employees	% of Total Employees
Management (senior and middle)	326	10.3%
Business, finance and administration	815	25.9%
Natural and applied sciences	276	8.8%
Health	215	6.8%
Social science, education, government service and religion	969	30.8%
Art, culture, recreation and sport	46	1.6%
Sales and service	287	9.1%
Trades, transportation and equipment operation	153	4.9%
Primary Industry	57	1.8%
Total	3144 *	100%

* information not available from H&SS Boards except Stanton

Support for Government-Wide Affirmative Action Activities and Initiatives

Corporate Policy

Human Resource Management Study

A Human Resource Management Study was carried out by the Grant Thornton firm and completed in December 2000. This study reviewed the delivery of human resource services across the GNWT and contains many substantive recommendations to improve and enhance human resource management practices. In spring 2001, the study was discussed and reviewed with a plan of action being developed to put many of the recommendations into effect over the coming years.

Standardized Human Resource Reporting

One area of difficulty for departments has been the standard reporting of human resource information. In an effort to improve this reporting, standardized formats for this affirmative action report and for the human resource appendices to each department's business plans were developed. These will serve as a starting point for consistent reporting of information, in a way that is useful for both departments and others interested in the GNWT's human resource management practices.

Interdepartmental Human Resource Committee

On a monthly basis, Corporate Human Resource Services (Executive) and Labour Relations and Compensation (FMBS) coordinate meetings of all human resource managers within the GNWT. These meetings have been used as an opportunity to share best practices, to identify areas of concern or issues that need specific attention, and to develop consistent approaches to various issues and reporting.

Human Resource Practitioners Roundtable and Meetings

In March 2001, Corporate Human Resource Services hosted a two day roundtable of all human resource practitioners working for the GNWT. This session provided an opportunity to discuss areas of concern, to share best practices and to engage in some professional development sessions. CHRS also chairs monthly meetings of the practitioners as a way of hearing concerns, sharing information and engaging those working in the frontline of human resources in the development and revision of policies and programs that affect their work.

Recruitment

Staffing Guidelines Review

The current hiring guidelines have been in place for almost a decade. Over that period of time, the hiring environment has changed significantly. A major review of the staffing guidelines was initiated at the Human Resource Practitioners Roundtable in March 2001 and will continue into the coming year.

Adult Education (Aurora College, Department of Education, Culture and Employment)

The delivery of adult education by the public colleges and non-government organizations enables adult learners to further their education levels so they can access advanced levels of study, employment and training programs. These programs are delivered not only at the three main campuses of Aurora College but also in other communities across the NWT. Access to these programs at the community level enables northerners to obtain general education and credentials for employability.

Post-Secondary Education (Aurora College)

The provision of post-secondary programs and services by Aurora College also contributes to affirmative action initiatives in the north. For example, the fact that a nursing diploma program is available in the Northwest Territories means that northerners, including affirmative action candidates, can obtain professional credentials to access careers in the health profession. Without the availability of these programs in the north, fewer northern students would enroll in the programs because they would have to move south to obtain the training. Other examples of such programs are teacher education, management studies, natural resources and recreation leaders. While these programs do not prepare students specifically for employment with the Government of the Northwest Territories, they do contribute to the goal of developing a workforce that is representative of the population of the NWT.

The College also contributes to the affirmative action initiative by delivering short courses, seminars and workshops through their continuing education division. These courses, including those offered through GNWT Staff Training, help people to further their credentials and to keep pace with changing technology. Through these professional development activities, the two public colleges help to ensure that northerners can further their careers. Courses available include financial management, supervisory skills, computer workshops, human resource planning, and university level credit courses.

The College has also worked out transfer agreements with southern post-secondary institutions which enable graduates to receive credit for undergraduate level studies. These agreements are important so northerners, including affirmative action candidates, can be encouraged to complete professional level studies so they can access employment positions with degree level requirements.

Career Development (Department of Education, Culture and Employment)

The Colleges and Career Development Division provides support services to regional centers in the implementation of career development activities and employment development projects. This support includes developing career libraries, testing and assessment resources; promoting career development and funding training associated with enhancing career development counseling services and resources throughout the NWT.

The overriding goal of career development is to ensure that people have the competence, motivation, and self-management skills they require to make successful life role transitions.

Summer Student Employment Program (Department of Executive)

The GNWT provides students with a range of work experience opportunities through summer employment. The hiring decisions are made by departments, boards and agencies. Students who wish to apply for a job with the GNWT can drop resumes off at departments, boards and agencies. They can also register with the Summer Student Employment Program (SSEP).

For summer 2000, the SSEP offered a central employment registry for NWT students looking for summer employment within the GNWT. The program received resumes from 323 students. In total, 247 summer students were hired by the GNWT. Of these students,

- 128 were indigenous aboriginal students and
- 101 were indigenous non-aboriginal students.

In March 2001, approval was given to implement a Northern Student Employment Program and a Northern Graduate Employment Program, both of which are designed to increase the participation of students and graduates in relevant employment opportunities.

Staffing Training and Advice

CHRS provides on-going training and advice on the staffing process to practitioners and managers. The two day training course was offered in Hay River, Fort Smith, Inuvik, Fort Simpson and Yellowknife. Advice and rulings on staffing issues were also provided by CHRS to individual practitioners. Beginning in February 2001, these rulings were then distributed to all GNWT human resource managers and practitioners. The Rulings and Advice also contains summaries of appeal reports giving information on issues and areas of staffing practice where more information or training may be required.

Retention

Staff Retention Policy (Department of Executive)

The Staff Retention Policy was implemented in May 2000. This policy replaced the previous layoff policy and provides a more proactive and positive approach to assisting staff whose current positions are eliminated due to organizational change. Under the policy, affected individuals are provided with re-employment support for eight weeks prior to and 13 weeks after receiving notice of layoff.

Of the 25 individuals who were given affected employee notice during the reporting period, 8 found new jobs within government, 2 selected an Education Assistance option, 7 selected Separation Assistance and work was ongoing with the others.

Developmental Opportunities

Departments were actively involved in providing developmental opportunities, such as transfer assignments, to existing employees. These assignments can be very effective ways to enable an employee with affirmative action status to gain additional skills and abilities and prepare for promotion within the organization or for jobs in the broader NWT workforce.

Public Service Career Training Program (Department of Education, Culture and Employment)

The Public Service Career Training Program (PSCTP) is a competency based on-the-job training program which provides support to GNWT departments, boards, and agencies to train affirmative action candidates for officer and management level positions. Through the PSCTP the Department of Education, Culture & Employment provides training, counseling, monitoring and administrative support for development and delivery of training programs. Training programs include a combination of on-the-job training provided by an employee of the applying Department, Board or Agency, self-directed learning activities, and specialized short courses of up to six weeks in length.

The program is currently being revised to better address the needs of the employers and the trainees.

Management Competencies

Preliminary work on management competencies took place over the year. This initial work included finalizing the competency profiles that would be most appropriate for GNWT managers. A self-assessment tool was developed which would allow managers or those interested in management to review their personal skills and abilities and develop a plan to gain additional experience in those areas where they feel they need to expand their knowledge. This work will be an important component of future year's efforts in areas such as management development, hiring and performance reviews.

Succession Planning

Career Planning Workshop

A workshop on supporting employees with career planning was offered to Human Resource Practitioners in May 2000. This workshop gave the participants the skills to help employees, including those covered under the Affirmative Action policy, take a look at their career and to plan for future interests and opportunities.

Part 2

Departmental Reports on Affirmative Action

The following reports from each department provide information on affirmative action statistics and specific efforts by the department to support the Affirmative Action Policy.

MINISTRY OF ABORIGINAL AFFAIRS

OVERVIEW

The Ministry of Aboriginal Affairs has 34 Vote 1 positions and 3 Vote 4/5 positions. All of these positions are located in Headquarters.

The Ministry continues to implement initiatives to increase and retain the representation of Affirmative Action employees. The Ministry's goal is to maximize the number of positions filled by Affirmative Action candidates.

Affirmative Action Status

As of March 31, 2001, there were 66 employees within the Department of Executive. This includes all indeterminate, term and part-time employees.

	March 31, 2001	December 31, 1999
Total Employees	31	28
Indigenous Aboriginal	12 (38.7%)	12 (42.9%)
Indigenous Non-Aboriginal	7 (22.6%)	6 (21.4%)
Disabled	0	0

	March 31, 2001	December 31, 1999
Management Positions	7	5
Women in Management	1 (14.13%)	1 (20%)
Aboriginal in Management	2 (28.6%)	

	March 31, 2001	December 31, 1999
Non-Traditional Positions	0	0
Women in Non-Traditional	0	0

Note: These statistics do not include 2 Aboriginal senior managers seconded to DIAND and NWT Development Corp.

All of the positions are located in Yellowknife.

Recruitment

The Ministry applies the Affirmative Action Policy and other strategies during the staffing process. The Ministry has recruited Aboriginal employees by direct appointment, and where skill and experience may be questionable, they are hired on a casual basis for a trial period. After on-the-job professional development

and mentoring, the Ministry has been successful in a direct appointment within the past fiscal year, and another one recommended for direct appointment in May 2001.

The Ministry continues to experience great difficulty in hiring senior policy advisors and chief negotiators. This is in part due to the employment opportunities within the Ministry are primarily technical and senior in nature which requires both advanced education and considerable experience. Additionally there is a small pool of qualified negotiators and the Ministry is in competition with the federal government and Aboriginal organizations. In most cases, the competition offers better compensation packages.

Casual Hiring

The Ministry continues to apply the Affirmative Action Policy when hiring casuals. During 2000-2001, six casuals were hired for temporary work. All casuals were Affirmative Action.

Retention

In the last two years, the Ministry was able to retain two of its employees through promotional opportunities. As well, the Ministry has internally assigned one of its employees from an Executive Assistant position to an Assistant Implementation Negotiator position. This arrangement is for two years with a provision for an extension.

Training and Development

The Ministry continues to provide training to employees through Conflict Resolution courses offered by the Justice Institute of BC. The Justice Institute of BC offers certificate programs in negotiating skills and is recognized in Canada. All current negotiators, implementation coordinators and senior policy advisors are continuing to take courses, at least twice a year, to enhance or develop negotiating skills.

During the 2000-2001 fiscal year, seven employees from the Ministry completed the course and received their certification from the Justice Institute of BC.

The Ministry also implements other training and development strategies such as mentoring and shadowing which provides some on-the-job training to Assistant Negotiators and indirectly to Senior Policy Advisors.

Employees also receive other training and development through courses offered locally.

The Ministry supports its employees by reimbursing/paying their tuition fees for courses relevant to their job. In one instance, this investment has paid off where an Affirmative Action employee will get a Bachelor's degree in Public Administration in the summer of 2001.

The Ministry has one employee on a two-year transfer assignment from an Executive Assistant position to an Assistant Implementation Negotiator position. This employee is a Ministry employee. Two Aboriginal senior managers are seconded to DIAND and NWT Development Corporation respectively.

The Ministry also provide employees some developmental experience by having them act in senior level positions.

Succession Planning

The organization structure within the Ministry offers promotional opportunities, specifically in the area of negotiations. As assistant negotiators or senior policy advisors gain more skills and experience, they have an opportunity to advance. For example, in October 2000, a senior policy advisor advanced to an implementation negotiator position.

Performance Evaluation

Performance appraisals were done in all but one section. This was due to a change in reporting relationship.

Department of Education, Culture and Employment

As of March 31, 2001, there were 1026 employees within the Department of Education, Culture and Employment, Divisional Education Councils and the College. This includes all indeterminate, term and part-time employees. The chart below illustrates the breakdown of employees by affirmative action status in all parts of the organization.

	31-Mar-01	31-Mar-00
Total Employees	1026	1004
Indigenous Aboriginal	346 (33.7%)	337 (33.6%)
Indigenous Non-Aboriginal	56 (5.5%)	57 (5.7%)
Disabled	2 (0.2%)	2 (0.2%)
Management Positions	82	85
Women in Management	35 (42.7%)	37 (43.5%)
Aboriginal in Management	14 (17.0%)	15 (17.6%)
Non-Traditional Positions	10	10
Women in Non-Traditional	2 (20%)	2 (20%)

Source: data provided by CHRS, Department of Executive in June, 2001

Recruitment

Position descriptions are routinely reviewed to remove systemic barriers. Staffing of positions are carried out in accordance with the Affirmative Action Policy by ensuring that selection criteria and questions asked fairly reflect job requirements and are not structured to exclude any affirmative action groups. Number of positions staffed during the reporting period was not available at the time this report was being prepared.

Total number of direct appointments made during the reporting period were 17; 4 of these were of employees from Yellowknife District #1, to the Commission Scolaire, a new Education Board which has been created within the Public Service. Of the remaining 13 direct appointments, 11 appointments were of affirmative action candidates.

34 students were hired during the summer of 2000 and 31 qualified under the Affirmative Action Policy while 28 students were hired during the summer of 2001 and 25 qualified under the Affirmative Action Policy.

Retention/Succession Planning

18 employees were provided the opportunity to develop their knowledge, skills and experience through transfer assignments within the department; 3 of these were employees with affirmative action status.

The department actively supports the ongoing professional development of staff. This included support for participation in professional conferences, training workshops and support of distance education and college courses.

The department also supported the work/family balance of employees by allowing flexible hours for those who requested this type of arrangement where operational requirements could still be met.

The department recognized the long service of its employees through an annual long service event in March of 2000 and in March of 2001.

Evaluation/Accountability

Recognizing the importance of providing ongoing feedback in terms of performance expectations, the department completed performance appraisals on employees. The completion rate for this reporting period was 44%.

Department of Executive

Affirmative Action Status

As of March 31, 2001, there were 61 employees within the Department of Executive. This includes all indeterminate, term and part-time employees.

	March 31, 2001	December 31, 1999
Total Employees	61	62
Indigenous Aboriginal	18 (29.5%)	19 (30.6%)
Indigenous Non-Aboriginal	15 (24.5%)	14 (22.6%)

	March 31, 2001	December 31, 1999
Management Positions	11	12
Women in Management	5 (45%)	5 (42%)
Aboriginal in Management	1 (9%)	1 (8%)

All of the positions are located in Yellowknife except for 1 in Hay River and 1 in Ottawa.

Recruitment

- 4 indeterminate or term positions were filled during the year and all were affirmative action candidates (3 were P1 and 1 was P2).

- In an effort to develop the skills and experience of potential future employees, 2 students were employed in summer 2000 with the department.

- 6 direct appointments were made in the reporting period. 2 of these were to accommodate the change in Cabinets and the resulting changes in ministerial staff and redeployment of former ministerial staff.

Retention

- The department actively supports the on-going professional development of staff. This included support for participation in professional conferences, training workshops and support of distance education and college courses.

- The department recognized the long service of its employees through an annual long service event in the summer of 2000.

- The department also supported the work/family balance of employees by allowing flexible work hours for those who requested this type of arrangement where operational requirements could still be met.

Training and Development

- 17 employees were provided the opportunity to develop their skills through transfer assignments between departments.

- One employee was involved in a secondment to an outside organization.

- The department's Job Evaluation Committee includes some less senior staff, giving these employees an opportunity to develop new skills and gain a better understanding of the organization.

Evaluation/Accountability

- Recognizing the importance of ongoing feedback in terms of performance and expectations, the department made a concerted effort to ensure performance reviews were completed for all employees where there was at least a four month reporting relationship between employee and supervisor. This resulted in performance appraisals being completed for 47.1% of the staff (excluding Ministers' and Premier's staff).

DEPARTMENTAL ANALYSIS

Employment opportunities within the Department of the Executive are primarily professional and senior in nature, which requires both advanced education and considerable experience. With 29.5% of the overall employees being Aboriginal, the department has not yet fully achieved a representative balance. Indigenous non-aboriginal representation is 25% of the overall employees and women occupying management positions represent 45% of the department's management positions.

Because the Department's presence is almost exclusively in Yellowknife, there is more competition with other local employers', including both government and the private sector who are trying to attract the same group of qualified affirmative action employees.

Women occupying management positions has remained the same from the previous fiscal year. There are a total of five female managers and six male senior managers.

Department of Finance

Affirmative Action Status

As of March 31, 2001, there were 46 employees within the Department of Finance. This includes all indeterminate and term employees funded by appropriation, by the Liquor revolving Fund and by Vote 4/5 arrangements.

	March 31, 2001	December 31, 1999
Total Employees	46	46
Indigenous Aboriginal	11 (23.9%)	10 (21.7%)
Indigenous Non-Aboriginal	5 (10.9%)	4 (8.7%)
Disabled	0 (0.0%)	0 (0.0%)

	March 31, 2001	December 31, 1999
Management Positions	7	7
Women in Management	2 (28.6%)	2 (28.6%)
Aboriginal in Management	2 (28.6%)	2 (28.6%)

	March 31, 2001	December 31, 1999
Non-Traditional Positions	4	2
Women in Non-Traditional	1 (25.0%)	1 (50.0%)

All of the positions are located in Yellowknife and Hay River.

Highlights

During the period January 1, 2000 to March 31, 2001, the Department of Finance was particularly active in supporting the Affirmative Action Policy in the following areas.

Recruitment

- All position descriptions have been reviewed to identify and remove systemic barriers. As these descriptions are up-dated, each is carefully reviewed to ensure that no systemic barriers have been included.

- Staffing officers in the Department have been charged with the responsibility of ensuring that the Government Affirmative Action Policy is complied with, both in the letter of the Policy and the spirit. Each competition is reviewed to ensure that selection criteria and questions asked fairly reflect job requirements and are not structured to exclude any affirmative action groups.

Departmental Managers and Directors are all aware of the Policy and cooperate fully with its requirements.

- Of the 14 positions filled during the year, 3 were affirmative action candidates. The Department of Finance recognizes its own limitations and, being a small department staffed largely by specialists such as economists and statisticians, has not been able to attract high numbers of affirmative action candidates.

- Overall, employees, who are a part of the designated groups under the Affirmative Action Policy make up 41.3% of the department.

- The departmental web site was updated and expanded in order to maximize the exposure of employment opportunities to all designated groups.

- In an effort to develop the skills and experience of potential future employees, 3 students were employed in the summer of 2000 by the department.

- No direct appointments were made in the reporting period.

Retention

- The average length of public service of those working for Finance is 8.9 years, significantly higher than the GNWT average of 8 years.

- Every new employee receives an orientation manual prepared by the Department. This manual introduces the employee to the Government and the Department; highlights some of the important factors and rules that new employees need to consider; and provides the new employee with help in identifying sources of information.

- No employees were involved in secondments to outside organizations. Frequent assignment of employees to act in higher positions allows employees to gain supervisory and management experience.

- The department actively supports the on-going professional development of all staff. This included support for participation in professional conferences, training workshops and support of distance education and college courses.

- The department recognized the long service of its employees through an annual long service event in the summer of 2000.

- The department also supported the work/family balance of employees by allowing flexible work hours for those who requested this type of arrangement where operational requirements could still be met.

- No employees were involved in transfer assignments within the department.

Accountability

- The Department has a strong commitment to the tenets that support the Affirmative Action Policy. In 2000-01, the Department commissioned an Affirmative Action Strategy to assist the Department to develop processes to improve Affirmative Action participation. This strategy will help to strengthen the current practices and procedures and help craft the foundation for new Affirmative Action initiatives.

Financial Management Board Secretariat

Profile

The Financial Management Board Secretariat is a central agency of the government that provides support to the Financial Management Board of the Government of the Northwest Territories. The Board is the financial arm of the Cabinet, and is chaired by the Minister of Finance.

The head of FMB Secretariat is the Secretary of the Financial Management Board/Comptroller General for the Government of the Northwest Territories. The FMB Secretariat coordinates and promotes the efficient use of the Government's human, financial and information resources. The FMB Secretariat is also responsible for the overall management of the public service. Five divisions – the Directorate; Labour Relations and Compensation Services; Government Accounting; Audit Bureau; and Budgeting and Evaluation carry out these responsibilities. In addition, the Corporate Services Division of the Department of the Executive provides expenditure, human resource and administrative services to the Financial Management Board Secretariat.

The FMB Secretariat is headquartered in Yellowknife with regional offices in Fort Smith and Inuvik and an area office in Fort Simpson.

As at March 31, 2001 the FMB Secretariat had 133 of its 146 positions filled. Eleven of the vacant positions were in headquarters while two were in the regions.

	Total	Filled	Vacant
Directorate	18	17	1
Labour Relations & Compensation Services	50	48	2
Government Accounting	26	23	3
Budgeting & Evaluation	14	13	1
Audit Bureau	13	9	4
Fort Smith	10	9	1
Fort Simpson	6	6	0
Inuvik	9	8	1
TOTAL:	**146**	**133**	**13**

Vision

The FMB Secretariat's vision is that the human, financial and information resources of the government are acquired and utilized efficiently, effectively and economically with integrity and prudence to achieve, communicate and report the government's goals and results.

As of March 31, 2001, there were 133 employees within the FMB Secretariat. Of the total filled positions at March 31, 2001 (133), 74 of the incumbents (56 percent) were eligible members of an affirmative action target group. The affirmative action candidates were comprised of 29 indigenous aboriginals, 40 indigenous non-aboriginals, and 5 women in management or non-traditional occupations.

Category	2000-01	1999-00
Indigenous Aboriginal	29	28
Indigenous Non-Aboriginal	40	27
Disabled	-	0
Women in Management/Non-traditional Occupation	5	10
Other	59	57
Total Employees	133	122
Affirmative Action Percentage	56%	53%

Corporate Policy

Human resource planning issues have always been considered as part of Secretariat's business planning process. However, these issues have usually been taken as a "given" in the formulation and implementation of the plans. The assumption often has been that an adequate supply of labour will be available when needed, and that employees are a flexible resource that can be recruited and trained on reasonably short notice.

Recognizing this shortfall in its planning, the FMB Secretariat has begun work towards the development of a departmental Human Resource Management Plan. It is envisioned that this plan will provide a strategic and systematic approach to managing staff in a way that maximizes their motivation while contributing to the Secretariat's objectives. This plan will set out what programs are required to practice effective human resource management within the department and ensure the acquisition and maintenance of a productive work force that is in keeping with the Secretariat's goals and objectives.

The work plan developed for this project provides for the human resource plan to be completed and ready for implementation by July 2002.

Recruitment

The FMB Secretariat continues to support the GNWT's stated recruitment initiatives associated with the Affirmative Action Policy and the Maximizing Northern Employment Strategy.

For the 2000-01 fiscal year there were thirty-one hiring actions. Nineteen of the hiring actions were undertaken in the Labour Relations and Compensation Division. These hiring actions were undertaken to fully staff the Pension Reform section (seven hiring actions) and the Job Evaluation section (two hiring actions), to address staffing requirements in the Human Resource Systems and Payroll section (eight hiring actions). Filling positions that became vacant accounted for the balance of the hiring actions (twelve hiring actions). Fifty-eight percent of these hires are eligible members of an affirmative action target group.

During the 2001-02 fiscal year the FMB Secretariat established seven internship positions in headquarters. With the finalization of the Secretariat's human resource plan it is expected that more internship positions will be created in both headquarters and the regions to provide meaningful employment opportunities.

For the summer of 2001 there were a total of thirteen summer students hired. In addition, there were three students hired for the summer through the co-op program. It is an objective of the FMB Secretariat to provide these students with meaningful work and a suitable learning experience so that when they finish their studies they will consider the Secretariat as an employer of choice.

Retention

The FMB Secretariat continues to encourage and support its employees by identifying staff training and development opportunities and allocating financial resources to support these training needs. During the 2000-01 fiscal year the Secretariat again dedicated $150,000 towards a training fund. Through the performance evaluation process, and with the assistance of in-house career counselling services, staff were provided with training opportunities to assist with current duties and to enhance their knowledge for future career endeavors.

The Secretariat continues to be committed to providing its employees with timely and accurate feedback and planning in relation to performance. The intent is to provide employees with feedback on performance, identify skills that present potential for improvement, identify potential areas for career development, and provide employees with access to training and development opportunities that enhance development. The completion rate continues to be in the ninety-percentile range.

Succession Planning

The average age of employees in the FMB Secretariat is 42 years old as compared to the average GNWT age of 43 years. The average age of service of those in the department is 9.3 years compared to the GNWT average of 7.9 years. The age distribution of employees is:

20 to 30 year range	10 employees
30 to 40 year range	57 employees
40 to 50 year range	34 employees
50 to 60 year range	29 employees
60 plus years	3 employees

With seventy-seven percent of the FMB Secretariat employees in the forty plus age bracket, succession planning must become a priority. The department's human resource plan that is under development will identify the strategies necessary to address the issue of an aging workforce.

Post Employment

During the 2000-01 fiscal year, the FMB Secretariat had seventeen terminations. Based on a total complement for the fiscal year of one hundred and forty one positions, this represents a turnover rate of 11.6%, well below the GNWT average of 16.5%.

Nine of the seventeen terminated employees completed exit interviews. This is a completion rate of only 52.9%, however, there are several factors involved in completing the exit interviews including: exit interviews are voluntary and done at the discretion of the employee and exiting employees may not have time available for the exit interview process.

By region, the affirmative action results are as follows:

Category	Headquarters	Fort Smith	Fort Simpson	Inuvik	Total
Indigenous Aboriginal	13	7	5	4	29
Indigenous Non-Aboriginal	39	1	-	-	40
Disabled	-	-	-	-	-
Women in Management/Non-traditional Occupation	5	-	-	-	5
Other	54	1	1	3	59
Total Employees	111	9	6	7	133
Affirmative Action Percentage	51%	89%	83%	57%	56%

Further affirmative action information by each category is as follows:

Management Positions	Headquarters	Fort Smith	Fort Simpson	Inuvik	Total
Indigenous Aboriginal	-	1	-	1	2
Indigenous Non-Aboriginal	7	-	-	-	7
Disabled	-	-	-	-	-
Women in Management	3	-	-	-	3
Other	10	-	1	-	11
Total Employees	20	1	1	1	23
Affirmative Action Percentage	50%	100%	0%	100%	52%

Non-Traditional Positions	Headquarters	Fort Smith	Fort Simpson	Inuvik	Total
Indigenous Aboriginal	6	-	-	-	6
Indigenous Non-Aboriginal	9	-	-	-	9
Disabled	-	-	-	-	-
Women in Non-Traditional	2	-	-	-	2
Other	6	-	-	-	6
Total Employees	23	-	-	-	23
Affirmative Action Percentage	74%	0%	0%	0%	74%

Other Positions	Headquarters	Fort Smith	Fort Simpson	Inuvik	Total
Indigenous Aboriginal	7	6	5	3	21
Indigenous Non-Aboriginal	23	1	-	-	24
Disabled	-	-	-	-	-
Women in Non-Traditional	-	-	-	-	-
Other	38	1	-	3	42
Total Employees	68	8	5	6	87
Affirmative Action Percentage	44%	88%	100%	50%	52%

Department of Health and Social Services

Affirmative Action Status

As of March 31, 2001, there were 1,162 positions within the nine health boards and the Department of Health and Social Services. There are currently six Public Service Boards and three Non-Public Service Boards.

The tables below represent the total number of positions for the Department and Public Service Boards only. Included in these totals are all indeterminate, term and part-time employees.

Table 1

	Mar 31,2001	Mar 31,2000
Total Positions	999	925
Indigenous Aboriginal	246 (24.6%)	226 (24.4%)
Indigenous Non-Aboriginal	79 (7.9%)	75 (8.1%)
Disabled	0	0

Table 2

	Mar 31,2001	Mar 31,2000
Management Positions	53	N/A
Women in Management	24 (45.3%)	N/A
Aboriginal in Management	3 (5.7%)	N/A

Table 3

	Mar 31,2001	Mar 31,2000
Non-Traditional Positions	30	N/A
Woman in Non-Traditional	3 (10%)	N/A

Table 4

	HQ/YK Mar 31/01	North Mar 31/01	South Mar 31/01
Total Positions	566	291	142
Indigenous Aboriginal	64	112	70
Indigenous Non-Aboriginal	58	16	5

Description of Initiatives/Activities:

Recruitment

- The initial groundwork was started on a standardized physician contract for all health boards. It will be implemented in the summer of 2001.
- Temporary nurse market supplements for recruitment were paid.
- A total of 51 students were hired in the summer of 2000. 18 (35%) were Indigenous Aboriginal, 26 (51%) were Indigenous Non-Aboriginal and 7 (14%) were other northern residents. 38 (75%) of these students were female.
- Terms of reference were developed for a foreign nurse recruitment strategy.
- The roll out of the Maximizing Northern Employment strategies was launched. It contains initiatives that guarantee employment for graduating nurses and social workers as well as offering one year graduate internships.
- Medical Bursary Program: a program for students pursuing a career in family practice.
- In 2000/01 there were 10 employees enrolled in the mentorship program. 5 (50%) were Indigenous Aboriginal. (One with the YHSSB, seven with the SRHB and one with the IRHSSB).
- An employee orientation package was developed. This was reviewed and implemented at the department level and shared with the health boards.
- Work was started on a Social Worker job ladder. This will be subject to ongoing review as part of the job evaluation function.

Retention

- Temporary nurse market supplements for retention were paid.
- Three Nurse Educator Consultant positions were established. These positions provide direct support to train and orient new nursing staff in the regions.
- Professional Upgrading Bursaries were made available to employees. Six employees took advantage of the program in 2000/01.
- Retention bonuses for nurses based on length of service were introduced.

- The department supports and promotes educational leave opportunities. Five employees were approved and on leave in 00/01,

- The department encourages employees and health board staff to participate in GNWT in-service programs and workshops as well as providing external training opportunities. Three employees at the SRHB were in specific training positions.

Succession Planning

- A total of 10 employees, 7 in Yellowknife and 3 in Inuvik took advantage of the opportunity through transfer assignments to increase their job knowledge and skill development.

Evaluation/Accountability

- The department continues to review positions within the Health & Social Services system as submitted to the job evaluation committee by the boards.

- Performance evaluation in-services are scheduled regularly to assist supervisors and managers.

Department of Justice

Affirmative Action Status

As of March 31, 2001 there were 332 employees within the Department of Justice. This includes all indeterminate, term, and part-time employees.

	March 31, 2001	January 1, 2000
Total Employees	332	331
Indigenous Aboriginal	110 (33.1%)	113 (34.1%)
Indigenous Non-Aboriginal	56 (16.8%)	57 (17.2%)
Disabled	2 (.6%)	2 (.6%)

	March 31, 2001	January 1, 2000
Management Positions	24	23
Women in Management	10 (41.6%)	10 (43.4%)
Aboriginal in Management	3 (12.5%)	4 (17.3%)

	March 31, 2001	January 1, 2000
Non-Traditional Positions	120	120
Women in Non-Traditional	37 (30.8%)	23 (19.1%)

Highlights

During the period January 1, 2000 to March 31, 2001 the Department of Justice was active in supporting the Affirmative Action Policy in the following areas.

Recruitment

- A total of 36 positions were filled during this period; of which 20 were filled with affirmative action candidates.

- To assist in the development of potential future employees 24 students were hired to work in the department during the summer of 2000. All 24 students qualified as affirmative action.

- A total of 6 direct appointments were made in the reporting period. All were of indigenous aboriginal persons.

- One of the ways in which affirmative action candidates gain the skills and experience necessary for indeterminate employment is through casual employment. Of the 179 casual employees hired in the reporting period, 64% qualified as affirmative action.

Retention/Succession Planning

- 25 employees were provided the opportunity to develop their knowledge, skills and experience through transfer assignments within the department. 19 of these were employees with affirmative action status.

- The department established a bursary program for indigenous aboriginal law students at the beginning of the 1999/2000 school year. During the 1999/2000 and 2000/2001 school years a total of five students were funded through this program. One of these students went on to article with Justice and is now working for the department on an indeterminate basis.

- The department recognized the long service of its employees through an annual long service event in February of 2000. Several long term employees of the Corrections Service were honoured with medals by the Governor General of Canada.

- The department places great importance on the training and development of employees, particularly our aboriginal employees. All training and development activities are now being tracked and will be outlined in next year's report.

- All departmental Directors are encouraged to work closely with their aboriginal employees to assist them with their professional development and career planning. Formal and informal training plans are used wherever possible. For example, a trainee position was established for the Warden's position at the Yellowknife Correctional Centre. The successful candidate will work closely with the current Warden, with the goal of taking on the position in the future.

Evaluation/Accountability

- Recognizing the importance of ongoing performance feedback, the department placed great emphasis on the importance of completing performance appraisals. The completion rate for the reporting period was 72%.

Legislative Assembly

Affirmative Action Status

As of March 31, 2001 there were 30 employees within the Legislative Assembly. This includes all indeterminate, term and part-time employees. It does not include the Members of the Legislative Assembly and their staff.

	March 31, 2001	December 31, 1999
Total Employees	32	32
Indigenous Aboriginal	4 (12.5%)	4 (12.5%)
Indigenous Non-Aboriginal	13 (40.6%)	13 (40.6%)
Disabled	1 (3.3%)	1 (3.3%)

	March 31, 2001	December 31, 1999
Management Positions	4	4
Women in Management	1	1
Aboriginal in Management	0	0

	March 31, 2001	December 31, 1999
Non-Traditional Positions	0	0
Women in Non-Traditional	0	0

All of the positions are located in Yellowknife.

The following areas highlight the how the Legislative Assembly supports the Affirmative Action Policy:

Recruitment

There were five positions filled during the year. One was filled by a direct appointment of an Indigenous Aboriginal, and two were filled with affirmative action candidates.

For the summer of 2000 the department employed nine students. Five of the students were Indigenous Aboriginal and four were Indigenous Non-Aboriginal.

Retention

The Legislative Assembly continues to support the on-going professional development of employees. Employees took part in training in the following areas: computers, finance, records management and access to information, human resources and contract law. Employees also participated in professional conferences.

The department is also supportive of the work/family balance of employees by allowing flex time and part time employment.

Succession Planning

Employees were able to develop new skills by cross training in different positions and by completing acting assignments.

Evaluation/Accountability

The department recognizes the importance of feedback in terms of performance and expectations. The department made a concerted effort to ensure performance reviews were completed for all employees. There were twenty-eight performance reviews completed.

Department of the Municipal and Community Affairs

Affirmative Action Status

As of March 31, 2001, there were 109 employees within the Department of Municipal and Community Affairs. This includes all indeterminate, term and part-time employees.

	March 31, 2001	December 31, 1999
Total Employees	109	106
Indigenous Aboriginal	29 (26.6%)	24 (22.6%)
Indigenous Non-Aboriginal	21 (19.3%)	19 (17.9%)
Disabled	0	0

	March 31, 2001	December 31, 1999
Management Positions	14	13
Women in Management	3 (21.4%)	4 (30.8%)
Aboriginal in Management	4 (28.6%)	4 (30.8%)

	March 31, 2001	December 31, 1999
Non-Traditional Positions	17	15
Women in Non-Traditional	2 (11.8%)	4 (26.6%)

	HQ/YK/ North Slave April 24, 2001	*Inuvik/Sahtu April 24, 2001*	*South Slave/ Deh Cho April 24, 2001*
Total Employees	*75*	*20*	*18*
Indigenous Aboriginal	*10*	*9*	*11*
Indigenous Non-Aboriginal	*18*	*0*	*2*
Disabled	*0*	*0*	*0*

Highlights

During the period January 1, 2000 to March 31, 2001, the Department of the Municipal and Community Affairs was particularly active in supporting the Affirmative Action Policy in the following areas.

Corporate Policy

- The Department developed an HR Plan in 1999 through consultation with and input from staff in Headquarters and the regional offices. The HR Plan will be updated in 2001.

Recruitment

- 27 positions were filled during the year, 13 with affirmative action candidates.
- In an effort to develop the skills and experience of potential future employees, 14 students were employed in the summer of 2000 with the department, 6 were affirmative action candidates.
- 3 direct appointments of affirmative action employees were made in the reporting period.
- The Department is committed to hiring graduate students under the new GNWT Internship Program.
- The Department is presently involved in a number of specific training initiatives such as the establishment of an Assistant Fire Marshal Trainee position in Fort Simpson, for an aboriginal candidate.

Retention

- 1 long term northerner was involved in a secondment to an outside organization.
- The department encouraged all employees to seek out and attend at least one developmental training event per year. Advice on Career Planning was available. The department also provided financial support to employees who, by their own initiative, successfully furthered their education on personal time. (i.e.) 1 is working towards an accounting designation, and another is working towards a Diploma in Public Sector Management.
- The department actively supported the on-going professional development of staff. This included support for participation in professional conferences, training workshops and support of distance education and college courses. 3 long term employees progressed with their studies through Royal Roads University to obtain Master's degrees.
- The department recognized the fact that its most important resource is its human resources and planned to improve employee recognition programs. The Department holds the yearly "Long Service Awards Program" and will continue to explore other ways employees can be recognized.

- The department also supported the work/family balance of employees by allowing flexible work hours for those who requested this type of arrangement where operational requirements could still be met. Two employees work on a part-time basis and approximately 10% of the staff are utilizing flexible work hours.

Succession Planning

- 7 employees, 2 of which were affirmative action, were provided the opportunity to develop their skills through transfer assignments within the department.

- A number of employees were given acting assignments to more senior level positions for developmental purposes, for example, Land Officer acting as a Senior Land Officer; and many senior level officers acting in the Director or Superintendent positions.

- The department's Job Evaluation Committee now includes some non-management staff, giving these employees an opportunity to develop new skills and gain a better understanding of the organization.

Exit

- During the reporting period the Department developed and implemented an Exit Interview questionnaire. There are no results to date.

- During the reporting period there were 21 new hires, 9 transfers in from other GNWT departments, 17 terminations that included retirements, 8 transfers out to other GNWT departments and 4 lay-offs.

Evaluation/Accountability

- Recognizing the importance of ongoing feedback in terms of performance and expectations, the department made a concerted effort to ensure performance reviews were completed for all employees where there was at least a six month reporting relationship between employee and supervisor. This resulted in performance appraisals being completed for 75% of the staff.

Northwest Territories Housing Corporation

Affirmative Action Status

The Corporation has seen some positive results in the initiatives taken over the last three years to create a more representative workforce within the Corporation.

Year	% Indigenous Aboriginal	% Affirmative Action Employees	Affirmative Action as a % of Total Management Positions
1998/99	26%	42%	50%
1999/00	30%	48%	50%
2000/01	36%	54%	64%

As of March 31, 2001, there were 98 employees within the Northwest Territories Housing Corporation. This includes all indeterminate, term and casual employees over four months.

	March 31, 2001	December 31, 1999
Total Employees	98	83
Indigenous Aboriginal	36 (36.7%)	25 (30.1%)
Indigenous Non-Aboriginal	13 (13.3%)	7 (8.4%)
Women In Non-Traditional	2 (2.0%)	4 (4.8%)
Disabled	2 (2.0%)	1 (1.2%)

	March 31, 2001	December 31, 1999
Management Positions	28	221
Women in Management	4 (14.3)	3 (13.6%))
Aboriginals in Management	9 (32.1%)	5 (22.7%)
Indigenous Non-Aboriginal	5 (17.9%)	3 (13.6%)

The positions are distributed across five districts and Yellowknife Headquarters. A more detailed breakdown by districts and Yellowknife Headquarters is contained on the last page.

There are 149 employees located the Local Housing Organizations and 89% of the employees meet the affirmative action criteria. 73% of LHO employees are Indigenous Aboriginal and 16% are Indigenous Non-Aboriginal.

Highlights

During the period January 1, 2000 to March 31, 2001, the Corporation supported the Affirmative Action Policy through recruitment and retention.

Recruitment

- Twenty-nine (29) positions were filled during the year 2000/2001, and 21 (72.4%) of these positions were filled with affirmative action candidates.

Total Positions Filled	Indigenous Aboriginal	Indigenous Non-Aboriginal	Disabled
29	16 (55.2%)	4 (13.8%)	1 (3.4%)

- In an effort to develop the skills and experience of potential future employees, eleven students were employed in the summer of 2000 with the Corporation.

Total Positions Filled	Indigenous Aboriginal	Indigenous Non-Aboriginal
11	9 (81.82%)	2 (18.2%)

- Under targeted recruitment, two (2) direct appointments of Aboriginal candidates were made in the reporting period.

- Under targeted recruitment, the Corporation has two (2) Program Advisor Trainee positions. One trainee is located in the Beaufort/Delta District Office and the other trainee is located in the North Slave District Office. Both positions are filled with Aboriginal trainees and both are actively enrolled in the School of Community Government Management Certificate Program. The trainees receive on-the-job training as well other opportunities through coaching, workshops, and conferences.

- Reorganization in the Corporation resulted in the establishment of three independent districts: North Slave District; Nahendeh District; and Sahtu District. Management staffing of the three districts fully supports the Affirmative Action policy.

Management Positions	Total Positions	Indigenous Aboriginal	Indigenous Non-Aboriginal
District Manager	3	3	
Manager, Finance & Administration	3	2	1

Retention

- One Controller Trainee position was created and the position is filled with an Aboriginal trainee. The individual has been employed with the Corporation for several years as a Finance Officer, and is an excellent candidate for this developmental opportunity. This initiative also supports succession planning, as the individual will occupy the position of Controller upon successful completion of the training.

- The Corporation actively supports the on-going professional development of staff. This included support for participation in professional conferences, training workshops and support of distance education and college courses.

- The Corporation continues to invest in the personal and professional development of staff through specialized courses, workshops, conferences, and acting assignments. The average training dollars spent per employee in 2000 was $1,758.00. Compared to 1999, this represents an increase of $484 per employee.

- The Corporation recognizes the long service of its employees at regular social events throughout the year. Headquarters and each of the districts plan and implement two staff functions/events annually. In recent years, one of the special functions occurs during the summer months so as to include acknowledgement and appreciation to summer students as well as regular staff.

Succession Planning

- Two employees were provided the opportunity to further enhance their skills through external transfer assignments.

- Three employees were provided the opportunity to further enhance their skills through internal transfer assignments.

- The department's Job Evaluation Committee includes some less senior staff, giving these employees an opportunity to develop new skills and gain a better understanding of the organization.

Evaluation/Accountability

- The Corporation supports the performance review process as it serves as an opportunity to recognize staff for their achievements and to identify professional and personal development in consultation with the respective employees. The Corporation achieved an eighty-five percent (85%) completion rate for Performance Reviews on all staff who have completed six months of continuous employment with the Corporation.

- An employee satisfaction survey was conducted in 1999 and strategies resulting from the outcome of the survey were implemented. A follow-up survey to determine the current status of employee satisfaction, the development of strategies to increase employee satisfaction will be implemented before the end of the calendar year 2001.

Affirmative Action – January 1, 2000

Yellowknife/ Districts	Total Employees	Aboriginal	Long-Term Northerners	Disabled	Women In Non-Traditional	Total Management	Women In Management	Aboriginals In Management	Long-Term Northerners In Management
Yellowknife/HQ	**45**	7	5		2	**14**	2	1	2
North Slave	**6**	3				**1**		1	
South Slave	**16**	10	2			**2**		1	1
Western Arctic	**16**	5		1	2	**5**	1	2	
TOTALS	**83**	25	7	1	4	**22**	3	5	3
PERCENTAGES	---	30.1%	8.4%	1.2%	4.8%	---	13.6%	22.7%	13.6%

Affirmative action employees occupy 50% of total management positions

Affirmative Action – March 31, 2001

Yellowknife/ Districts	Total Employees	Aboriginal	Long-Term Northerners	Disabled	Women In Non-Traditional	Total Management	Women In Management	Aboriginals In Management	Long-Term Northerners In Management
Yellowknife/HQ	**51**	10	9	1	1	**15**	3	1	3
North Slave	**9**	4	3			**3**		1	1
South Slave	**11**	9	1			**2**		1	1
Nahendeh	**6**	4				**2**		2	
Sahtu	**7**	4			1	**2**		2	
Western Arctic	**14**	5		1		**4**	1	2	
TOTALS	**98**	36	13	2	2	**28**	4	9	5
PERCENTAGES	---	36.7%	13.3%	2.0%	2.0%	---	14.3%	32.1%	17.9%

Affirmative action employees occupy 64% of total management positions

Department of Public Works and Services

Affirmative Action Status

The Department of Public Works and Services as of March 31, 2001 had 195 staffed positions and 28 vacant. The department had 98 employees in Yellowknife, which includes the North Slave Regional office, 58 employees in the Ft. Smith Region and 39 employees in the Inuvik Region.

8	in Senior Management
22	in Middle Management
165	in other positions

Employees who are part of the designated groups under the Affirmative Action Policy make up 48% of the department. The majority, 31%, are indigenous aboriginal employees. The department supports the affirmative action strategy and has experienced an increase in its overall numbers over the past year.

Recruitment and Retention

- Four women were hired into non-traditional occupations.
- The department staffed fifteen positions of which ten were affirmative action candidates.
- Two affirmative action candidates were promoted to senior management positions.
- Two affirmative action candidates are currently participating in training programs, one in the computer area and one in the maintenance management area.

The department ensures it job descriptions do not have any systemic barriers for affirmative action candidates and equivalencies are established for all positions. All employees are recognized for their long service during departmental staff events.

The department has difficulty recruiting affirmative action candidates for its professional and technical positions due to level of education required for these positions. The department has established training programs in project management; records management and web site administration to assist in meeting its requirements, but students will still require a post-secondary education. The department is also participating in Engineering Co-op programs,

but to date have not found an affirmative action candidate. The department is a sponsor of math and science awards for junior high schools throughout the NWT to encourage students to continue with these subjects as they are a requirement for engineering, architecture and computer sciences post-secondary programs.

Succession Planning

Over the past fifteen months:

- Seven affirmative action candidates participated in transfer assignments to develop skills and experience in other areas.

- Another affirmative action candidate is being developed and mentored for a maintenance management position.

- The department is sponsoring a female candidate in the Federal Government Career Assignment program in order for her to obtain the necessary skills for a senior management position.

- The department supported an affirmative action candidate in post-secondary studies for one semester.

Evaluation/Accountability

The department recognizes the importance of performance reviews and ensures all employees have one completed. The department has a 95% completion rate. A departmental training plan has also been established to ensure employees have the core training for their position and the developmental training is also discussed and scheduled.

PWS AFFIRMATIVE ACTION as of December 31, 1999

REGION	HQ/ Yellowknife	North (Inuvik Region)	South (Ft. Smith Region)	Dept. Totals
Aboriginal & Long-Term Residents:				
Total PWS Employees	101	40	61	202
# of Indigenous Aboriginal Employees	15	15	32	62
# of Indigenous Non-Aboriginal Employees	22	2	1	25
# of Disabled Employees	2	1	1	4
Total # of Affirmative Action Employees	39	18	34	91
% of Affirmative Action Employees	**39%**	**45%**	**56%**	**45%**
Management – Aboriginal, Long-Term Residents & Women				
Total # of Management Employees	19	4	7	30
# of Indigenous Aboriginal Employees in Management	1	0	2	3
# of Indigenous Non-Aboriginal Staff in Mgmt.	5	1	1	7
Total # of Affirmative Action Employees in Management	6	1	3	10
% of Affirmative Action Staff in Management	**33%**	**25%**	**43%**	**35%**
# of Women in Management	4	2	2	8
% of Women in Mgmt.	**22%**	**50%**	**28%**	**28%**
Women in Non-Traditional Occupations				
Total # of Employees in Non-Traditional Positions	38	19	31	88
# of Women in Non-Traditional Positions	2	1	0	3
% of Women in Non-Traditional Jobs	**5%**	**0%**	**0%**	**3%**

PWS AFFIRMATIVE ACTION, as of March 31. 2001

REGION	HQ/ Yellowknife	North (Inuvik Region)	South (Ft. Smith Region)	Dept. Totals
Aboriginal & Long-Term Residents:				
Total PWS Employees	98	39	58	195
# of Indigenous Aboriginal Employees	13	15	35	61
# of Indigenous Non-Aboriginal Employees	20	3	4	29
# of Disabled Employees	2	1	1	4
Total # of Affirmative Action Employees	35	19	40	94
% of Affirmative Action Employees	**36%**	**49%**	**68%**	**48%**
Management – Aboriginal, Long-Term Residents & Women				
Total # of Management Employees	18	4	8	30
# of Indigenous Aboriginal Employees in Management	1	0	3	4
# of Indigenous Non-Aboriginal Staff in Mgmt.	5	1	1	7
Total # of Affirmative Action Employees in Management	6	1	4	11
% of Affirmative Action Staff in Management	**33%**	**25%**	**50%**	**37%**
# of Women in Management	5	2	2	9
% of Women in Mgmt.	**27%**	**50%**	**25%**	**30%**
Women in Non-Traditional Occupations				
Total # of Employees in Non-Traditional Positions	29	27	33	89
# of Women in Non-Traditional Positions	4	2	1	6
% of Women in Non-Traditional Jobs	**13%**	**7%**	**3%**	**7%**

Department of Resources, Wildlife & Economic Development

Affirmative Action Status

As of March 31, 2001 there were 365 employees within the Department of Resources, Wildlife & Economic Development. This includes all indeterminate, term, part time and seasonal employees.

	March 31,2001	December 31,1999
Total Employees	365	344
Indigenous Aboriginal	157 (43%)	171 (49.7%)
Indigenous Non-Aboriginal	51 (14%)	57 (16.6%)
Disabled	1 (0.3%)	1 (0.3%)

	March 31,2001	December 31,1999
Management Positions	37	37
Women in Management	5 (13.5%)	2 (5.4%)
Aboriginals in Management	5 (13.5%)	4 (10.8%)

	March 31,2001	December 31,1999
Non-Traditional Positions	168	168
Women in Non-Traditional	20 (11.9%)	20 (11.9%)

The positions are spread all over the Territories as indicated in the following table:

Location	HQ (133 ee's)	Forest Mgmt. (37 ee's.)		North Slave (38 ee's.)		South Slave (45 ee's.)		Deh Cho (44 ee's.)		Inuvik (46 ee's.)		Sahtu (22 ee's.)
Yellowknife	132 F	2 S		20 F	10 S							
N'dilo				1 F								
Rae				4 F	3 S							
Fort Smith		20 F	6 S			17 F	4 S					
Hay River	1 F	7 F	2 S			8 F	3 S					
Ft Resolution						1 F	7 S					
Ft Providence						3 F						
Lutsel'Ke						1 F						
Buffalo River							1 S					
Fort Simpson								12 F	6 S			
Fort Liard								1 F	14 S			
Trout Lake									6 S			
Wrigley									5 S			
Inuvik										22 F	13 S	
Aklavik										2 F		
Ft McPherson										1 F	6 S	

Tuktoyaktuk										1 F				
Holman Island										1 F				
Norman Wells												15 F	1 S	
Deline												1 F		
Tulita												1 F	4 S	
Total	**133 F**	**27 F**	**10 S**	**25 F**	**13 S**	**30 F**	**15 S**	**13 F**	**31 S**	**27 F**	**19 S**	**17 F**	**5 S**	

Total HQ – 170 (160 F & 10 S)	**Total Region – 195 (112 F & 83 S)**

F – Full Time
S –Seasonal

Recruitment

Since the last reporting period the Department has filled 24 positions. Of these positions 12 were filled with indigenous aboriginal people and five of those were through direct appointment requests.

The Department strongly supports the Maximizing Northern Employment Policy and currently employs 10 interns in their chosen field. It is expected that an additional three will be hired in the near future. This program is of long term benefit to the Department as it enables graduate students to gain valuable work experience related to their education. The knowledge and experience gained in the job combined with the interns' education will be of great assistance in their future opportunities with the Department, particularly in areas that have been hard to fill by northern residents.

In addition 61 summer students were given the opportunity to gain experience and practical skills in their area of study.

Retention

The Department is active in supporting ongoing professional development to improve employees' skill level through long and short-term education leave, workshops, on-the-job training and transfer assignments. Currently, there are three employees on education leave, 17 employees are on development transfer assignments and five employees on secondment to other agencies.

Long service of employees will continue to be recognized through an annual long service event in the fall attended by the Minister, the Deputy Minister and Assistant Deputy Ministers. In addition, the Department wanted to award outstanding performance and developed its own recognition certificate, which is inscribed with the individual employee's name and the reason for the recognition. Managers make the recommendations that employees be considered for special recognition and several employees have already been the recipients of this certificate.

In an effort to retain employees with young families the Department has supported requests for flexible hours and job sharing opportunities and will continue to consider this a viable alternative as long as client needs are met.

Succession Planning

A recent analysis of the Department's workforce revealed that several senior and middle managers would be nearing retirement within the next five years. Over the next couple of years the Department is going to undertake a comprehensive succession planning that will involve identifying development needs for employees who have the potential for moving into managerial positions. This will have a domino affect in terms of identifying development needs for employees at other levels to prepare them for promotional opportunities.

Long term focussed development transfer assignments will be an effective tool in preparing employees and the Department in filling vacancies caused by retirement. The succession planning exercise will be working within the provisions of the Affirmative Action Policy.

Evaluation/Accountability

Performance appraisals continue to be a valuable tool in evaluating employee's performance and identifying training needs to enhance employee skills. It will be of particular importance in the coming years as part of the succession planning exercise.

Exit interviews are being conducted on employees who are resigning from the Department. The information will be compiled, analyzed and used by senior management in making improvements to the work place. However, more attractive employment opportunities with the Federal Government and industry play a part in employees leaving the Department. The challenge for the coming years is to make the GNWT the Employer of choice in spite of the heavy competition from other agencies.

Department of Transportation

Affirmative Action Status

As of March 31, 2001, there were 242 employees within the Transportation Department. This includes all indeterminate, term and part-time employees.

	March 31, 2001	December 31, 1999
Total Employees	242	242
Indigenous Aboriginal	93 (38%)	87 (36%)
Indigenous Non-Aboriginal	42 (17%)	36 (15%)
Disabled	1 (.5%)	2 (1%)

	March 31, 2001**	December 31, 1999
Senior Management Positions	12	20
Women in Management	1 (8%)	1 (5%)
Aboriginal in Management	0	2 (10%)

	March 31, 2001	December 31, 1999*
Mid-Management Positions	39	
Women in Management	8 (20%)	
Aboriginal in Management	3 (8%)	
Indigenous Non-Aboriginal	6 (15%)	

	March 31, 2001	December 31, 1999
Non-Traditional Positions	110	110
Women in Non-Traditional	2 (2%)	5 (5%)

- *Tracking of middle management positions not done in 1999.
- ** Definition of positions included in this category has been redefined

Broken down by Region:

	HQ/YK	***North Slave Region***	***South Slave Region***	***Fort Simpson***	***Inuvik***
Total Employees	*108*	*43*	*51*	*15*	*25*
Aboriginal	*25 (23%)*	*18 (42%)*	*32 (63%)*	*6 (40%)*	*12 (48%)*
Indigenous Non-Aboriginal	*23 (21%)*	*8 (19%)*	*5 (10%)*	*3 (20%)*	*3 (12%)*
Women in Management	*1 (1%)*	*0*	*0*	*0*	*0*
Disabled	*0*	*1 (2%)*	*0*	*0*	*0*
Women in Non-Traditional					

Highlights

During the period January 1, 2000 to March 31, 2001, the Transportation Department was active in supporting the Affirmative Action Policy in the following areas.

Recruitment

- In an effort to develop the skills and experience of potential future employees, 30 students were employed in the summer of 2000 with the department, of which 20 were affirmative action status.

- Four direct appointments were made in the reporting period.

Retention

- One of our ongoing objectives has been to develop staff for management positions with the Department with a focus on Affirmative Action candidates. The Career Development Program is a program developed by DOT to assist current employees to develop into managerial positions. The first intake saw 17 participants and 13 participating as mentors to the participants. An additional intake in 2002 will be done. The objective is to have 20 people successfully complete the program. The employees work with their supervisors to develop a career development plan, which includes training and special assignments. This program will develop a representative pool of competent employees from which supervisory, managerial and technical positions can eventually be drawn.

- One employee was involved in a secondment to an outside organization.

- The department actively supports the on-going professional development of staff. This included support for participation in professional conferences, training workshops and support of distance education and college courses.

Succession Planning

- Six affirmative action employees were provided the opportunity to develop their skills through transfer assignments within the department.

- The department's Job Evaluation Committee includes some less senior staff, giving these employees an opportunity to develop new skills and gain a better understanding of the organization.

Evaluation/Accountability

The Human Resource Department has begun to report on a regular basis to the Senior Managers on the following:

Job Evaluation Appeals
Workplace Conflict Resolution Investigations
Staffing Appeals
Leave Taken
Staff Turnover
Performance Reviews received
Affirmative Action Statistics
Staffing Actions
Vacancy Report
Casual Staff Utilization
Overtime used
Staffing Training & Development
Grievance Tracking

- By tracking this information, any trends that may begin to emerge can be addressed. It also puts into perspective, perceptions about issues and trends.

Appendix 1

Human Resource Reporting Categories

The examples under each category are not meant to be limiting but simply to give examples of what kinds of activities you could talk about under each category.

- Corporate Policy
  - Roles and Responsibilities
  - Standardized HR reporting
  - Standardized HR plans/strategies
- Recruitment
  - Student employment
  - Graduate employment
  - Career/job information
  - Career promotion
  - Job Shadowing
  - Entry-level positions
  - Targeted recruitment
  - Direct appointments
  - Work placements
  - Marketing employer and location
- Retention
  - Career Development
    - Transfer assignments
    - Training
      - Short-term
      - Long-term
      - Workshops
    - Retraining
    - Development assignments
  - Organizational Support
    - Mentorships
    - Coaching
    - Eliminating systemic barriers
    - Competency based opportunities
    - Employee recognition
    - Flexible working arrangements
    - Job enhancement/enrichment

Succession Planning
- Training
- Targeted skill development
- Employee career plans
- Developmental assignments
- Transfer assignments (for development purposes)
- Acting assignments (for development purposes)

Post-Employment
- Standardized exit interviews
- Turnover statistics

Evaluation/Accountability
- Performance evaluations
- Employee satisfaction surveys
- Analysis of turnover

Appendix 2
Summary of Affirmative Action Statistics
(as of April 24, 2001 and January 1, 2000)

Department	Year	Total Employees	Aboriginal	Long-Term Northerner	Disabled
Executive	2001	66	17	17	1
	2000	67	18	15	1
Legislative Assembly	2001	32	4	13	1
	2000	30	5	11	0
FMBS	2001	134	29	40	0
	2000	133	29	35	0
Finance	2001	46	11	5	0
	2000	42	11	5	0
Aboriginal Affairs	2001	32	14	6	0
	2000	31	13	6	0
MACA	2001	113	30	20	0
	2000	106	27	18	0
Transportation	2001	242	93	42	1
	2000	239	84	39	2
Public Works & Services	2001	195	61	29	4
	2000	199	64	30	4
Health & Social Services & Boards	2001	999	246	79	0
	2000	925	226	75	0
RWED	2001	365	157	51	1
	2000	358	157	47	1
ECE	2001	191	54	18	0
	2000	189	54	18	0
Divisional Education Councils	2001	662	343	25	2
	2000	646	336	26	2
Aurora College	2001	173	49	13	0
	2000	169	47	13	0
Justice	2001	332	110	56	2
	2000	331	113	57	2
NWT Housing Corporation	2001	97	31	12	2
	2000	89	27	11	2
GNWT Total	2001	3144	962 (31%)	404 (13%)	17 (1%)
GNWT Total	2000	3085	943 (31%)	387 (13%)	17 (1%)

*Previous years information did not include health and social services boards except Stanton.

Management Statistics

Department	Year	Total Mgmt	Women in Mgmt	Aboriginal in Mgmt
Executive	2001	16	7	2
	2000	16	6	3
Legislative Assembly	2001	4	1	0
	2000	4	1	0
FMBS	2001	23	3	2
	2000	24	7	2
Finance	2001	7	2	2
	2000	13	4	2
Aboriginal Affairs	2001	9	1	4
	2000	9	1	4
MACA	2001	18	5	3
	2000	23	5	4
Transportation	2001	12	1	0
	2000	19	3	0
Public Works & Services	2001	30	9	4
	2000	25	6	4
Health & Social Services & Boards	2001	53	24	3
	2000	N/A*	N/A	N/A
RWED	2001	37	5	5
	2000	39	5	7
ECE	2001	21	8	4
	2000	22	9	4
Divisional Education Councils	2001	45	17	7
	2000	46	18	8
Aurora College	2001	16	10	3
	2000	17	10	3
Justice	2001	24	10	3
	2000	23	10	4
NWT Housing Corporation	2001	26	10	9
	2000	25	10	8
GNWT Total	2001	310	99 (32%)	50 (16%)
GNWT Total	2000	329	107 (33%)	53 (16%)

*Previous years information did not include health and social services boards except Stanton.